



**Town of Concord**  
**Department of Planning and Land Management**  
 141 Keyes Road  
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To: Comprehensive Long Range Plan Committee  
 From: Marcia Rasmussen, Director DPLM  
 Re: **Synopsis of the 1987 Long Range Plan**  
 Date: Originally prepared for the CLRPC November 28, 2001  
 Updated October 2004

The following is a listing of the recommendations contained in the Implementation Section (Chapter 12) of the 1987 Long Range Plan Report and the actions taken by the Town.

Open Space Recommendations	Action Taken
<ul style="list-style-type: none"> <li>Protect Estabrook Woods</li> </ul>	The Concord Land Conservation Trust successfully accomplished this task working with the Town, Harvard University and local property owners. Additional efforts are underway with Middlesex School to further protect this area.
<ul style="list-style-type: none"> <li>Improvements to Conservation Land Management</li> </ul>	Additional funding at the recommended level did not occur; however, one additional full-time position in the Natural Resources Division has been funded and the Conservation Land Guide has been published. New programs have been undertaken such as the use of sheep in meadows to control woody plant growth and the mechanical harvesting of water chestnuts in Fairhaven Bay.
<ul style="list-style-type: none"> <li>Farm Task Force</li> </ul>	No Task Force was appointed. The Town has continued to lease land to local farmers and to support water management/use by farmers.
<ul style="list-style-type: none"> <li>Open Lands Management Task Force</li> </ul>	No Task Force was appointed and no annual land management plan has been prepared. The Concord Green People were organized as volunteers to help with planting, clearing and other activities on Open lands. Additionally, certain parcels have management or stewardship committees working on the land management program.
<ul style="list-style-type: none"> <li>Town Trails Task Force</li> </ul>	The Conservation Land Guide was published through the efforts of a volunteer Task Force and funding support from the Hapgood Wright Centennial Trust Fund.
<ul style="list-style-type: none"> <li>Design Advisory Board</li> </ul>	This item is periodically considered by the Planning Board and Board of Selectmen. No action has been taken.

<ul style="list-style-type: none"> <li>• Zoning Bylaw Changes</li> </ul>	A complete zoning package was presented to the 1990 Annual Town Meeting as recommended.
<ul style="list-style-type: none"> <li>• Concord Center Open Space Improvements</li> </ul>	A program for open space improvements in Concord Center was never developed; however, various activities have been undertaken in the open space areas.
<ul style="list-style-type: none"> <li>• West Concord Center Open Space Improvements</li> </ul>	The West Concord Study Committee examined the West Concord area in depth. Many of the recommendations of that Committee have been implemented. Open space improvements are being implemented, albeit slowly.

<b>Recreation Recommendations</b>	<b>Actions Taken</b>
<ul style="list-style-type: none"> <li>• Playing Field Maintenance</li> </ul>	Underground irrigation has been installed at Rideout and Emerson Fields and new equipment has been purchased improving field maintenance.
<ul style="list-style-type: none"> <li>• Additional Playing Fields</li> </ul>	One new playing field (Cushing Field) was built near Peabody School with private funds. The Ammendolia land (near Ripley School) was acquired in 2004 partially for creating additional playing fields, which are needed to address the increased participation in all forms of active recreation.
<ul style="list-style-type: none"> <li>• Replacement of Track at Emerson Playground</li> </ul>	The track has been replaced and upgraded.
<ul style="list-style-type: none"> <li>• Boat Launching Areas</li> </ul>	Boat launch areas have not been improved/created.
<ul style="list-style-type: none"> <li>• Swimming Pool</li> </ul>	A small outdoor pool was installed at the Emerson Playground. Private funds and additional fund-raising are underway for construction of a new indoor swimming facility at the High School.

<b>Historic Preservation Recommendations</b>	<b>Action Taken</b>
<ul style="list-style-type: none"> <li>• Archeological Site Overlay District</li> </ul>	No action taken.
<ul style="list-style-type: none"> <li>• Geographic Inventory</li> </ul>	The Survey of Historic and Architectural Resources was conducted by the Historical Commission with consultant support. The Historic Resources Master plan was published in 1995.
<ul style="list-style-type: none"> <li>• Visitor Signage</li> </ul>	The Concord Historical Collaborative remains a collaboration of the various historic sites and government agencies involved with historic resources. Visitor signage continues to be of interest.
<ul style="list-style-type: none"> <li>• Visitor Center</li> </ul>	A new visitor center was built in 2002 in the center of Town. The Town continues to seek grants that will continue support of visitor oriented services.
<ul style="list-style-type: none"> <li>• Protect Barrett Farm</li> </ul>	With the Town's involvement, Save Our Heritage is working with the McGrath family members to acquire the house.

<ul style="list-style-type: none"> <li>Acquire West Concord Depot</li> </ul>	The State acquired the West Concord Depot. Renovations to the structure occurred in the early 1990's. The building is currently leased to a small restaurant business.
<ul style="list-style-type: none"> <li>Scenic Roads Bylaw</li> </ul>	No action taken; however, a task force concerned about the scenic roads of Concord and comprised of residents and members from the Public Works Commission, Planning Board, and Natural Resources Commission issued its report in 1994.
<ul style="list-style-type: none"> <li>Expand Historic Districts</li> </ul>	Major expansion of the Historic Districts was considered but never presented to Town Meeting. A modest expansion, called Hubbardville, was approved by the 1998 Annual Town Meeting.
<ul style="list-style-type: none"> <li>Demolition Bylaw</li> </ul>	A demolition delay bylaw was successfully passed at the 1999 Annual Town Meeting.

<b>Housing Recommendations</b>	<b>Action Taken</b>
<ul style="list-style-type: none"> <li>Land Fund Appropriations (of \$400,000 per year)</li> </ul>	Major appropriations have not occurred.
<ul style="list-style-type: none"> <li>Amend the Land Fund Bylaw</li> </ul>	This amendment to the land fund bylaw, to allow the Selectmen to acquire property, subject to ratification of Town Meeting, was not pursued.
<ul style="list-style-type: none"> <li>Exercise Options Under Inclusionary Bylaws</li> </ul>	Options were exercised to the extent possible. Revisions to the bylaw allowed developers to contribute to the land fund as an alternative.
<ul style="list-style-type: none"> <li>Buy/Restrict/Sell Land</li> </ul>	The Town has only used this process once with the acquisition of the Benson land.
<ul style="list-style-type: none"> <li>Improve Cooperation Between the Town and the Housing Authority</li> </ul>	Cooperation has improved.
<ul style="list-style-type: none"> <li>Change in Low/Moderate Housing Programs</li> </ul>	Changes in legislation have occurred.
<ul style="list-style-type: none"> <li>Real Estate Transfer Tax</li> </ul>	This was identified as the only new source of funding on the horizon. The State finally passed legislation for the Community Preservation Act and the Town will be voting whether to accept the CPA in November 2004.
<ul style="list-style-type: none"> <li>Adopt Change in Accessory Apartment Bylaw</li> </ul>	The accessory apartment bylaw has been periodically revised; however, no maximum size has been adopted.
<ul style="list-style-type: none"> <li>Adopt Change in Mobile Home bylaw to allow for Farm Housing</li> </ul>	No action taken because it's believed to be unnecessary. Farm housing is considered to be an agricultural use and is protected under the State's Zoning Act.
<ul style="list-style-type: none"> <li>Encourage and Develop Private/Public Housing Partnerships</li> </ul>	The private non-profit Concord Housing Trust was created to accomplish the creation of affordable housing through a group similar to the Concord Land Conservation Trust. This group completed construction

	of twelve housing units (Elm Brook Homes) and is currently building several units on Baker Ave.
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<b>Economic Development Recommendations</b>	<b>Action Taken</b>
<ul style="list-style-type: none"> <li>West Concord Master Plan</li> </ul>	The West Concord Study Committee issued its report in 1993, recommending zoning changes that allowed for an alternative use of the Boston Gas site (now Concord Park assisted living) and promoting residential use in combination with commercial and industrial land.
<ul style="list-style-type: none"> <li>Formulate Business Policy</li> </ul>	An economic viability task force was formed in 1993 and issued its report in 1995. This report led to the adoption of an equalized tax rate.
<ul style="list-style-type: none"> <li>Nine Acre Corner</li> </ul>	No action taken by the Town.
<ul style="list-style-type: none"> <li>Thoreau Street Master Plan</li> </ul>	No formal master plan conducted. The Town did express interest and provided direction for the redevelopment of the Wilson Lumber site by Period Realty Trust, creating “Concord Crossing” – a mixed commercial and residential development.
<ul style="list-style-type: none"> <li>Facilitate Affordable Retail Space</li> </ul>	No action taken by the Town.
<ul style="list-style-type: none"> <li>Develop Comprehensive Master Plan for Economic Development</li> </ul>	No action taken by the Town.
<ul style="list-style-type: none"> <li>Re-zone 90+ acres of land within the LIP district at the Acton-Concord town line to residential use.</li> </ul>	The property owner proposed this zoning change, however, the amendment failed at Town Meeting. Subsequently, the land was developed with an electric substation, an extensive private recreation facility, an office building and an 18-unit residential condominium.

<b>Transportation Recommendations</b>	<b>Action Taken</b>
<ul style="list-style-type: none"> <li>Simulation Study of Ring Road with Improved Route 2</li> </ul>	The Ring Road concept (providing enhanced circulation around Hanscom field) was abandoned. No further action taken.
<ul style="list-style-type: none"> <li>Road Maintenance Program</li> </ul>	The Concord Public Works began and continues an aggressive road maintenance program.
<ul style="list-style-type: none"> <li>Bylaw Requiring Traffic Studies for all mid- to large-size developments</li> </ul>	No action yet taken. Most mid- to large-size developments provide this information as part of their submittal.
<ul style="list-style-type: none"> <li>Engineering Study of Route 2</li> </ul>	An engineering study funded by the Town never occurred. The Towns of Lincoln, Concord and Acton worked together to create the Corridor Advisory Committee that continues to work with Mass Highway on improvements for Route 2.
<ul style="list-style-type: none"> <li>Employee Parking Problems in Milldam</li> </ul>	No formal action taken.
<ul style="list-style-type: none"> <li>Implement Parking Restrictions on Milldam</li> </ul>	No action taken.

<ul style="list-style-type: none"> <li>• Parking Survey of Thoreau Street Area</li> </ul>	Parking survey undertaken, no follow-up action taken.
<ul style="list-style-type: none"> <li>• Implement Vanasse-Hangen recommendations</li> </ul>	Many of the Vanasse-Hangen recommendations were costly to implement and never pursued. Some of the recommendations were too “engineered”, having a negative impact on the community’s character. The Transportation Plan Committee re-examined the V-H report and made its recommendations in its 2000 report.

<b>Public Facilities Recommendations</b>	<b>Action Taken</b>
<ul style="list-style-type: none"> <li>• Comprehensive Study of Town/School/ Non-profit Groups Space Needs</li> </ul>	The Strategic Municipal Land Task Force attempted to study the Town’s space needs in the late 1990’s. No final report was issued. The School Department did not participate in a meaningful way.
<ul style="list-style-type: none"> <li>• Relocate Public Works Facility</li> </ul>	The Public Works Facility was not entirely relocated; major improvements occurred at the Keyes Road facility and operations that had the greatest negative impact (snow dumping) were relocated to the landfill site. The Concord Municipal Light Plant developed a new facility off Route 2A/Elm Street.
<ul style="list-style-type: none"> <li>• Negotiate Longer Lease with Emerson Umbrella</li> </ul>	Formal long-term lease was entered in 2003, following Ch.30B procurement requirements.

<b>Infrastructure Recommendations</b>	<b>Action Taken</b>
<ul style="list-style-type: none"> <li>• Develop Robinson Well Site</li> </ul>	Robinson Well site was developed and operational in the late 1990’s.
<ul style="list-style-type: none"> <li>• Acquire New Well Site</li> </ul>	The Benson land, located off Balls Hill Road, was acquired in 2001 as a new well site. Additionally, the successful rehabilitation of the Hugh Cargill well in 2001 provided an additional 0.5 million gallons/day of high quality drinking water.
<ul style="list-style-type: none"> <li>• Change in Water Rate Structure</li> </ul>	Changes in the water rate structure occurred and continue to encourage greater water conservation.
<ul style="list-style-type: none"> <li>• Strengthen Groundwater Protection Bylaw</li> </ul>	The Groundwater Conservancy District was revised and approved by the 2001 Town Meeting providing greater protection of groundwater resources, including groundwater resources of adjacent communities.
<ul style="list-style-type: none"> <li>• Improve Communication Channels with Abutting Communities to Safeguard Water Supply</li> </ul>	See above. The adjacent communities have reciprocated by extending their groundwater protection bylaws to include Concord’s groundwater resources.
<ul style="list-style-type: none"> <li>• Septic Tank Care Booklet</li> </ul>	Two brochures are available from the Board of Health on the care of septic systems.

• Landfill Feasibility Study	The study was conducted and the Town determined to close the landfill.
• Mandatory Recycling Bylaw	A mandatory recycling bylaw was not enacted; however, the Town has hired a part-time recycling coordinator and actively promotes recycling.
• Apply for Membership in Metro-West Materials Recovery Facility	Unknown whether facility was ever opened. No action taken.
• Increased Enforcement at Landfill	Limited action taken. Landfill closed.
• Hazardous Waste Collection Day	The Town participates in a regional hazardous waste collection day, which is a better use of the limited funds available. The Town also sponsors a drop-off/swap-off day twice a year.
• Protect Goose Pond	Goose Pond was offered to the State in exchange for the CMLP site on Route 2A. The State declined due to concerns about the proximity to the landfill. Monitoring of the Goose Pond by the Town continues.
• Stream Clearing Program	Changes in wetlands regulations limited an aggressive stream clearing program.
• Sidewalk Construction Program	Sidewalk construction program started. Limited funds currently available.

<b>Other Recommendations</b>	<b>Action Taken</b>
• Land Use Professional	The Planning Department was re-organized in 1990; the Director of Planning and Land Management was envisioned as providing the guidance of the Land Use Professional; however, only the Town Manager is in a position to enter into land acquisition/use agreements.
• Computers/Geographic Information System	Computers are widely used in all Town Departments and there are two paid positions providing technology support. The Town also created a dynamic Geographic Information System that is widely used by all Town Departments as well as by many residents through public access kiosks and the Town's website.
• Maintenance of Population Model	No action taken.